

BRIEFING NOTE

TO: Board of Directors

FROM: Amy Stein, Deputy Registrar

DATE: May 30, 2022

SUBJECT: 7.0 Strategic Agenda/Workplan Mid-Year Review

☒ For Decision

☐ For Information

☐ Monitoring Report

Purpose:

To revisit the Board's strategic agenda/workplan to make necessary adjustments and refine the plan for Q3 and Q4.

Background:

The Strategic Agenda/Workplan Policy (4-21) (Appendix A) is a board governance policy which provides for the board's use of a strategic agenda as a tool to ensure that the board is held accountable for the focus of its own work plan, its progress toward achieving its work plan, and its overall results in any quarter. Specific board meeting agendas are prepared in accordance with the work plan.

For Consideration:

The board workplan, along with suggested revisions, is attached (Appendix B). Items completed appear in green font, items not completed appear in red font, and items added to the agenda workplan appear in blue font. Text in black reflects an item on the board's original workplan.

Where an item has not been completed an appears in red, a notation is included with a future date when the item is proposed to be considered.

Action Required:

To review and approve the revised workplan, or revise as necessary.

POLICY TYPE: GOVERNANCE PROCESS

4-21 Board Strategic Agenda / Workplan Policy

To accomplish its job products with a governance style consistent with Board policies, the Board will prepare and follow an Annual Integrated Board Strategic Agenda/Work Plan.

The Board is responsible for leading its own strategic governance goals and agenda as well as the agenda for regular Board meetings. The Board will discuss this plan at its December regular Board meeting for approval for the following year. In May, the Board would again briefly revisit the plan to determine if any course corrections are needed.

The cycle will conclude each year on the last day of December so that administrative planning and budgeting and governance cycle are aligned.

The cycle will start with the Board's development of its agenda for the next year and will include the following elements:

1. Ongoing environmental scanning in order to inform the Board's strategic policy direction to COO.
2. Re-exploration of Strategic Outcomes policies as needed and as the environment changes.
3. Continuous improvement of Board performance through Board education and enriched input and deliberation.
4. The Board's regular review of all of its governing policies over a specified number of years outlined in a review schedule.
5. Conducting an Annual Registrar, CEO Performance Appraisal.
6. Reviewing the External Financial Audit Report.
7. Discussing Board succession planning.
8. Attending to consent agenda items as expeditiously as possible throughout the year.

The Annual Board Strategic Agenda/Work Plan will be recorded such that each Board Member can see at a glance the Board work plan for the year. Specific Board meeting agendas will be prepared in the context of the annual Board Strategic Agenda/Work Plan.

Committees can submit policy developments or monitoring report items to the agenda by submission to the Chair or to the Chair via the Registrar, CEO. The Chair, with Executive Committee, will carefully consider these items and schedule them according to priority themes, time availability and appropriateness with the governance approach. The Chair will consult with the Registrar, CEO regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for the Board.

Director can submit potential policy agenda topics to the Chair or through the Registrar, CEO to the Chair. The Chair will apply the same criteria noted above when determining scheduling of the agenda topic.

Appendix 1 – Annual Board Strategic Agenda/Work Plan Template

APPENDIX B

FEBRUARY 2022 BOARD STRATEGIC AGENDA/WORK PLAN				
OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, December	Currency Policy (RC) (Moved to Oct)	Committee Reports		Introduction to the College (Orientation)
Year-to-date Financial Variance Report	Practicum Policy (RC) (Moved to Oct)	Committee Annual Reports		Governance (Orientation)
Review of Board Self-Evaluations	By-laws on Registration and Liability Insurance (RC) (Moved to May)	Registrar's Report		Strategic Plan (Orientation)
Review of Committee Self-Evaluations	Contact Lens Mentor Policy Amendments (RC) (Moved to Oct)	Examination Report		A Year in Preview (Orientation)
Approval of 2022 Pre-Election Training Module	By-Laws on Election Eligibility and Election Process (GC)	Communications Report		Cultural Safety and Humility
	2022 Election Process (GC)	2021 CPMF Report		Virtual Boardroom Tour (Orientation)
	Unity of Control Policy (GC)	1-01 Strategic Outcomes Policy Report		Reading Financial Variance Reports (Orientation)
	General Operational Constraint Policy (GC)	2-01 General Operational Constraint		
	Vendor Relations & Procurement Management Policy (GC)	2-02 Financial Planning and Budgeting		
		2-14 Emergency Registrar, CEO Succession		
		Registrar, CEO Summary of Monitoring Reports		
		Status of 2021 Board Self-Evaluation Action Plan		

Green = Complete

Blue = Complete (moved or added to workplan)

Red = Not complete

Orange = Not complete (moved or added to workplan)

MAY 2022 BOARD STRATEGIC AGENDA/WORK PLAN				
OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, February	Board-Staff Relationship Policy (GC)	Committee Reports		
Year-to-date Financial Variance Report	Director and Committee Member Responsibilities Policy (GC)	Registrar's Report		
Registrar, CEO Performance Review	Pre-Election Training Module Policy (GC)	Examination Report		
Reassess Strategic Work Plan for 2022	Intellectual Property Policy (GC)	NACOR Report		
2021 Financial Audit	Board Policy Development Policy (GC) (GC determined no board review required at this time)	Communications Report		
2021 Annual Report (Moved to Oct)	Quality Assurance Program and Competency Review and Evaluation Process (Moved to Oct)	2-03 Financial Condition		
	By-laws on Registration and Liability Insurance (RC) (Moved from Feb)	2-06 Investment Policy		
		2-13 Intellectual Property (on hold pending May content review)		

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OCTOBER 2022 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, May	Global Board-Registrar, CEO Relationship Policy (GC)	Committee Reports		TBD Based on 2021 Board Self-Evaluation Feedback
Year-to-date Financial Variance Report	Board Process Policy (GC)	Registrar's Report		
Approval of 2023-2025 Strategic Plan	Board Monitoring System Policy (GC)	Examination Report		
	Refraction Standard of Practice (CP)	Communications Report		
2021 Annual Report (Moved to Oct)	Quality Assurance Program and Competency Review and Evaluation Process (Moved from May)	1-01 Strategic Outcomes Policy Report		
	Currency Policy (RC) (Moved from Feb)	2-07 Asset Protection		
	Practicum Policy (RC) (Moved from Feb)	2-20 Human Resources Parameters		
	Contact Lens Mentor Policy Amendments (RC) (Moved from Feb)	2-11 Communication and Support to the Board Policy		

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DECEMBER 2022 BOARD STRATEGIC AGENDA/WORK PLAN				
OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, October	Corporate Identity, Public Image and Communications Policy (GC)	Committee Reports		TBD Based on 2021 Board Self-Evaluation Feedback
Year-to-date Financial Variance Report	Board Strategic Agenda Workplan Policy (GC)	Registrar's Report		
2023 Draft Budget	Director Job Description Policy (GC)	Examination Report		
Approval of 2023 board meeting dates		Communications Report		
Election of NEC Rep		NACOR Report		
Appointment of Auditor for 2023		External Meetings Report		
Election of 2023 Executive		2-15 Reserves Policy Report		
Appointment of Appointed Members		2-09 Investment Policy Report		
Approval of 2023 Committee Slate		Strategic Work Plan 2023 Review		
Appointment of Registrar's Review Subcommittee		Strategic Work Plan 2023 Development		

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